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Performance Management—Issuing the 2012 Rating

Supervisor Session



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PARS Review

- Three Level Rating System: Excellent (5); Acceptable (3); Unacceptable (1)
- Ninety Day Minimum Appraisal System
- No Rating Without Plan
- Two Meetings Required –Initial Counseling and Midterm Appraisal
- Rating chain signs first – then employee



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PARS Review (cont)

- Summary Level Deviation – Can be rated Excellent even if one objective is rated Acceptable (with JTF approval)
- No Forced Distribution of ratings (Quota)
- Encourage employee to do self appraisal at end of the rating cycle
- Rating Period ends 30 September
- Objectives and Ratings based solely on performance – **not conduct**



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Administrative Requirements

- Was employee on Plan 90 days Under You?
 - **IF NOT, NO RATING**
- Did you do your midterm?
 - If not, still rate (employee may appeal)
- Unique Situations
 - Prior supervisor left (when?)
 - Employee on detail (to what job?)



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Three Ratings Levels

- Level 5—**Excellent**: Exceed Performance Standards for all Critical Elements
- Level 3—**Acceptable**: Meets Standards for all Critical Elements
- Level 1—**Unacceptable**: Fails one or more critical elements; MUST be put on PIP
- Mixture of 3s and 5s—Consider Summary Level Deviation



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Summary Level Deviation

- Basic Concept: If employee has one 3 and the rest 5s, supervisor has limited discretion in determining overall rating
- If one objective rated 3, and the remaining objectives 5, supervisor may give employee summary rating of 3 or 5



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Summary Level Deviation

- Note:
 - Number of Objectives or relative importance of Objectives does not matter
 - If more than one Objective is rated 3, summary level rating must be 3
 - Rating of 5 must be approved by MTF Commander –submit it through chain of command



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EXAMPLES

- Joe has 5 Objectives, 4 rated 5 and one 3
 - Joe may get a summary rating of 3 or 5
- Sam has 6 Objectives, 4 rated 5 and two 3s
 - Sam gets a summary rating of 3
- Ann has 3 Objectives, 2 rated 5 and one 3
 - Ann may get a summary rating of 3 or 5
- Jeff has 5 objectives; 3 are very important and are rated 5; 2 are not important and are rated 3
 - Jeff gets a summary rating of 3



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Performance Improvement Plans (PIP)

- 5 USC 4302 (b)(6) An employee's right to a reasonable opportunity to improve is a substantive right
 - One of the most important rights
 - Benefits both the employee and the agency
- A PIP is usually 60-90 days
- KEY: Contact the CHRC whenever an employee is failing - **DON'T WAIT!**



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Performance Improvement Plans (PIP)

- Initiate a Performance Improvement Plan (PIP) if:
 - Performance is unacceptable
 - Counseling/Training did not work
- Do Not wait until end of the rating period
 - Deadline to Submit request for PIP is 14 September 2012
 - Miss deadline, no “1” rating
 - Remember the WIGI
- If an employee fails one element, the Summary Rating is Failing (Level 1), **BUT You must contact CHRC for PIP first**



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Rating Process

- Employee self assessment
- Rater does rating, with write up of rationale
- Review/approval by reviewer (aka senior rater)
- Issue to employee
- Forward Award Recommendation through Chain of Command
- Prepare & Issue 2013 Performance Plan



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End of Rating Cycle

- **October 2012 Timeline**

- **01 OCT - 07 OCT** Employees complete Self Assessment (Word Document)
- **01 OCT - 22 OCT** Rating Official must complete Performance Appraisal Narrative (Part C: Section I thru Section III)

- **November 2012**

- **23 OCT - 05 NOV** Rating Officials will obtain all signatures in sequential order (Rating Official, Reviewing Official, Employee); Upon receipt of all signatures forward appraisals to their designated department administrator
- **06 NOV - 16 NOV** Department Administrators will submit/route entire appraisal form (Part A-C) including all supplemental documents and excel award allocation spreadsheets via email to **HRL Bethesda POC Michael Calhoun: (301) 319- 2655**
Michael.M.Calhoun.civ@health.mil



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2012-2013 Overlap

October

Su	Mo	Tu	We	Th	Fr	Sa	
		1	2	3		4	5
	7		8	9	10	11	12
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30	31			
November					1	2	3
	4	5					



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2012-2013 Overlap

- **RED—SELF APPRAISALS**
- **BLUE—WRITE UP NARRATIVE**
- **GREEN—GET SIGNATURES**
- ***BOLD ITALICS—PREPARE AND ISSUE 2013
PLAN***



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Rating the Employee

- Be fair and objective
- Performance —not conduct
- Pitfalls to avoid
 - Bias & Prejudice
 - Saint & Satan Perception
 - Recency effect
 - Rating everyone the same
- No level 1 rating without PIP



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Conducting the Performance Discussion

- Focus on the performance rating, not the personality or external issues.
- Always maintain a constructive tone along with a calm and professional demeanor
- Anticipate questions and be prepared to respond in a professional manner





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Awards

- Subject to budget allocation, MTF Chiefs can approve up to \$5,000 for employee per year.
- Awards based on percent of pay guidance
 - Excellent 2.5% to 5%
- Acceptable 1% to 2.4%
- Incentive and On The Spot Awards are separate from Performance Awards
- Process—Submit through Chain of Command



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Communicating Performance Expectations for Next Cycle

- Purpose: Set up and communicate performance expectations and job objectives for the coming year
- Done in October when the performance cycle starts over
 - Note: The new cycle begins before the former cycle ends
- Coverage:
 - Discuss goals and expectations for the next period
 - Help your employee improve his or her



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Grievances and Appeals

- No Reconsideration Process
- Administrative Grievance
 - Informal stage: First level supervisor (rater)
 - must file within 15 days
 - Formal stage: Second level supervisor (reviewer)
 - Must file in writing within 15 days



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Grievances and appeals

- Union Grievance
 - 3 step process starting with supervisor, ending in Arbitration, if Union chooses (unlikely due to cost)
 - Per FLRA Case law, cannot challenge rating directly (i.e., employee just disagrees with rating)
 - Can only challenge process
 - i.e., supervisor failed to give mid-term appraisal or other violation of policy
 - employees do not know rules, so will file grievance because they disagree (we have to process grievance)
 - Can challenge legality of standard



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Appraisal Form



EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT

PRIVACY ACT STATEMENT

Authority: 5 U.S.C. Sections 4301 – 4305

PRINCIPAL PURPOSES: Used for performance planning and results reporting documentation requirements for the Performance Appraisal Program for General Schedule, Federal Wage System, and Certain Other Employees.

ROUTINE USES: None.

DISCLOSURE: Personal identification information is copied by the employee's rating official from other files. Thus, there is no situation where the employee must choose between disclosing or not disclosing personal information. Employee signatures or the lack of signatures on Parts A, B, C and D do not connote employee verification of any personal information on the form.



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EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT INSTRUCTIONS FOR COMPLETING



PART A.

1. Rating officials are responsible for ensuring that all identifying information in Section I, Blocks 1-7, is complete.
2. At the beginning of the appraisal period or upon the employee's entrance in a new position, the rating official completes Section II with employee input. The rating and reviewing officials approve the final plan.
3. The rating official, reviewing official, and employee sign and date Section III, Block 9.
4. The original of Part A is retained by the rating official and a copy by the employee.
5. Part D, Number 7, is a required critical element for all supervisors. You should copy and paste the "required" section of the supervisory element into the form under Part A. The remainder of the elements recommended for supervisors are optional.

PART B.

1. Approximately midway through the appraisal period, the rating official completes Sections I and II, Part B, and meets with the employee to discuss the employee's performance (5 CFR 430.207(b)). Additional progress reviews shall be conducted and documented as necessary.
2. The employee may enter comments in Section II, Block 8.
3. The rating official and employee sign and date Section III, Block 10, upon completion of the progress review(s).
4. The original of Part B is retained by the rating official and a copy by the employee.

PART C.

1. Within 20 days of the end of the rating period, the rating official completes Sections I, II, and III, Block 10.a. Block 11.a. or b. is completed only if monetary recognition is recommended. The rating official signs and dates Section IV, Block 12.a.
2. The rating official discusses the recommended rating of record and any monetary recognition recommendation with the reviewing and approving official(s), as appropriate. The reviewing and approving officials complete Section III, Blocks 10.b. and 11.a. or b., as appropriate. The reviewing and approving officials sign and date Section IV, Block 12.b. or 12.c., as appropriate.
3. The rating official discusses the approved rating and any monetary recognition with the employee. The employee completes Section IV, Block 12.d. and may attach documents.

PART D. EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT

There are two basic methods that can be used for developing critical elements for Performance Plans.

1. You may use the generic Performance Elements in Part D as a template for tailoring elements to an individual employee's Plan. Generic standards are also provided that will assist employees/supervisors in developing Plans.
2. The second method is to develop individualized critical elements separate from the generic template that are unique to an employee's position.

Employees and supervisors should carefully review the information in Part D and determine the applicability of the information herein and determine the most appropriate method of developing performance plans. Selecting one of the above options, or combining the two, may facilitate Plan development.

COMPLETION INSTRUCTIONS.

1. The Form is used for performance planning and results reporting documentation. A PDF-fillable version of the portion is available on capmed.mil under Civilian Personnel.
2. Send the original of the completed form to the Labor and Management Employee Relations Branch, CHRC. Specific POC information will be provided to you. The rating official and employee shall retain a copy.
3. The administrative office shall retain performance files in a secure environment for a period of no more than 3 years.



EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT

(Read the Privacy Act statement and Instructions on Pages 1 and 2 before completing this form.)

PART A

SECTION I - IDENTIFYING INFORMATION

1. EMPLOYEE NAME (Last, First, Middle Initial)		2. SSN (last 4 digits)	3. Rating Period	
			a. FROM (YYYY/MM/DD)	b. TO (YYYY/MM/DD)
4. TITLE	5. SERIES	6. GRADE	7. OFFICE	

SECTION II - PERFORMANCE PLAN

8. CRITICAL ELEMENTS (List at least one, but normally not more than five. Develop specific elements or use elements from attached list with organization specific measures.)

a.

b.

c.

d.

e.

SECTION III - PERFORMANCE PLAN SIGNATURES

9. PERFORMANCE PLAN (Sign when plan is established.)

a. RATING OFFICIAL SIGNATURE	PRINTED NAME AND TITLE	DATE
b. REVIEWING OFFICIAL SIGNATURE	PRINTED NAME AND TITLE	DATE
c. EMPLOYEE SIGNATURE (Employee's signature indicates review and discussion with the Rating Official. It does not necessarily mean that the employee agrees with the information on this form.)		DATE



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EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT			
PART B			
SECTION I - IDENTIFYING INFORMATION			
1. EMPLOYEE NAME (Last, First, Middle Initial)		2. SSN (last 4 digits)	
		3. Rating Period	
		a. FROM (YYYY/MM/DD)	b. TO (YYYY/MM/DD)
4. TITLE	5. SERIES	6. GRADE	7. OFFICE
SECTION II - PROGRESS REVIEWS			
8. EMPLOYEE SELF ASSESSMENT			
9. RATING OFFICIAL ASSESSMENT			
SECTION III - PROGRESS REVIEW(S) SIGNATURES			
10. PROGRESS REVIEW(S) (Sign when review is conducted.)			
a. RATING OFFICIAL SIGNATURE		PRINTED NAME AND TITLE	DATE
b. EMPLOYEE SIGNATURE (Employee's signature indicates review and discussion with the Rating Official. It does not necessarily mean that the employee agrees with the information on this form.)			DATE



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EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT					
PART C					
SECTION I - IDENTIFYING INFORMATION					
1. EMPLOYEE NAME (Last, First, Middle Initial)		2. SSN (last 4 digits)		3. Rating Period	
				a. FROM (YYYY/MM/DD)	b. TO (YYYY/MM/DD)
4. TITLE	5. SERIES	6. GRADE		7. OFFICE	
SECTION II - RESULTS					
8. CRITICAL ELEMENT RATINGS (U = Unacceptable, M = Met, E = Exceeded, NR = Not Rated)					
a.	b.	c.	d.	e.	
9. NARRATIVE TO SUPPORT ELEMENT RATINGS OF OTHER THAN MET (Required)					
(X if narrative continued on separate sheet.)			(X if Individual Development Plan attached)		
SECTION III - RATING OF RECORD AND MONETARY RECOGNITION					
10. RATING OF RECORD					
a. RECOMMENDED (For Rating Official - Place an "X" to the left of the appropriate summary level)					
LEVEL 1 - UNACCEPTABLE		LEVEL 3 - ACCEPTABLE		LEVEL 5 - EXCELLENT	
b. (X as applicable.) (If rating is changed, the reviewing or approving official must provide a written explanation.)					
REVIEWING OFFICIAL APPROVED		CHANGED TO:			
APPROVING OFFICIAL APPROVED		CHANGED TO:			
11. MONETARY RECOGNITION (X as applicable)					
(For Rating Official)		(For Reviewing Official)		(For Approving Official)	
a. PERFORMANCE AWARD RECOMMENDED \$ _____		APPROVED	CHANGED TO	APPROVED	CHANGED TO
(For Rating Official)		(For Reviewing Official)		(For Approving Official)	
b. QUALITY STEP INCREASE RECOMMENDED (A Level 5 rating of record is required.) YES _____ NO _____		APPROVED	DISAPPROVED	APPROVED	DISAPPROVED
SECTION IV - RATING SIGNATURES					
12. RATING SIGNATURES					
a. RATING OFFICIAL SIGNATURE		PRINTED NAME AND TITLE		DATE	
b. REVIEWING OFFICIAL SIGNATURE		PRINTED NAME AND TITLE		DATE	
c. APPROVING OFFICIAL SIGNATURE		PRINTED NAME AND TITLE		DATE	
d. EMPLOYEE SIGNATURE (Employee's signature indicates review and discussion with the Rating Official. It does not necessarily mean that the employee agrees with the information on this form.)				DATE	



Part D

EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT

PERFORMANCE ELEMENTS

The first five Critical Elements will probably be applicable to all positions to some degree. Critical Elements 6, 7, and 8 should be included in performance plans when appropriate. Supervisors should carefully review standards under each element, include all standards which apply to the position, and add appropriate descriptive language where indicated in the bracketed, italicized portions of this guidance.

1. Quality of Work

- Work consistently demonstrates current knowledge of field.
- Work is consistently well researched, thoroughly analyzed. *(Include other indicia of good quality work appropriate to duties performed and grade level, including the expected level of supervisory control or input.)*
- Work is consistently accurate, complete, relevant, thorough, and logical.
- Work consistently reflects sound professional judgment. *(Describe indicia of judgment appropriate to the grade level, such as weighing alternatives, considering implications, recognizing when direction from superiors is necessary or appropriate, etc.)*

2. Productivity

- Work is consistently planned and prioritized to reflect mission and organizational needs. *(The standard should specify the level of supervisory input or control of planning expected at the grade level, such as "with minimal/occasional/regular supervisory input.")*
- Work is consistently completed within established deadlines.
- Consistently advises supervisor and others concerned when it becomes necessary to extend deadlines due to circumstances beyond the employee's control.
- Work is consistently planned to ensure efficient use of resources.
- The volume of work done consistently contributes to organizational goals. *(If the work of the organization can be quantified, this standard could state that the volume of work within a specified timeframe meets the organization's numerical goals. Numerical goals must, however, be reasonable, attainable, and rationally apportioned among employees.)*

3. Quality of Written Communications

- Drafts are consistently clear, relevant, concise, well organized, and appropriate to audience. *(Where appropriate for the grade level, standard may state that drafts rarely require additional research or substantial reorganization.)*
- Finished products are consistently free of spelling and grammatical errors, conform to appropriate office formats, and appropriately incorporate review and/or coordination of initial drafts. *(If there is some way to quantify and track the total number of written work products, it may be possible to build an acceptable error rate into the standard.)*

Error rates must specify whether they apply to finished or draft work products, be reasonable and attainable, and must be uniformly applied.)

- Written work consistently requires a level of supervisory review appropriate to the grade level. *(The standard should describe the level of review such as "rarely requires substantive editing." Where appropriate, the standard can state that "drafts rarely require a second rewrite" or "never require a second rewrite due to failure to implement supervisor's instructions.")*

4. Quality of Oral Communications

- Briefings and other oral presentations are consistently clear, well-organized, accurate, and appropriate to audience. *(Standard should describe whatever indicia of one-sided communications efforts are appropriate, including appropriate responses to questions or comments from audience.)*
- At meetings and in verbal exchanges with others, consistently conveys information accurately, advocates effectively, listens carefully, and responds appropriately. *(Again, the standard should describe additional indicia if quality interchanges, depending on nature of position.)*

5. Teamwork and Customer Responsiveness

- Consistently ensures appropriate coordination so that concerned individuals and organizations are included in and/or informed of decisions and actions.
- Consistently keeps supervisor informed of anticipated problems and, where appropriate, suggests solutions or advises supervisor of course of action employee proposes to follow.
- Consistently works well with others and maintains a professional demeanor in dealings with co-workers, clients, and supervisors, including appropriate respect for cultural, ethnic, gender, and other differences and full cooperation with the equal employment opportunity process when necessary.
- Consistently participates in team or group efforts effectively by cooperating with others, demonstrating appropriate respect to views of others, responding constructively to criticism or dissenting views
- Consistently responds to requests for information or assistance from clients and others outside the organization in a timely fashion. *(The standard may specify a reasonable response time for specific types of requests such as "consistently returns telephone calls by the close of the next business day." Note that this measure of responsiveness to clients, etc., should be distinguished from measures of organizing and prioritizing work to meet deadlines, as measured in critical element 2, above.)*

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Part D (continued)
EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT
PERFORMANCE ELEMENTS

6. Security

(This should be a separate critical element whenever handling sensitive or classified information is a significant part of the employee's duties. Absolute standards permitting no deficiencies are acceptable in the security area.)

- Attends all required security briefings. If any briefings are missed due to circumstances beyond the employee's control, promptly advises supervisor and arranges for substitute briefing.
- Follows all rules and procedures for proper handling of classified materials.
- Promptly reports security violations to the proper authorities.

FOR SUPERVISORY EMPLOYEES

7. MANDATORY CRITICAL ELEMENT FOR SUPERVISORY EMPLOYEES

Use required text as follows:

CRITICAL ELEMENT:

Align workforce decisions in accordance with guidance. Support employee performance in accordance with performance management system. Focus on improving skills to better support staff performance and internal/external communications.

STANDARDS:

Support compliance with applicable guidance/laws/regulations. To support professional development, supervisors will foster a results-oriented performance culture by personally participating in at least two training events per year—a minimum of one training course and one practical training event related to primary job responsibilities or enhanced organizational performance/communication. Supervisors will identify a 2009 DEOMI survey initiative for discussion, implement within their work area, and document via meeting minutes. Carry out supervisory responsibilities in accordance with established deadlines.

The following standards describing the supervision of office function and performance of subordinates may be utilized in conjunction with the above mandatory critical element.

- Consistently ensures that work is distributed in an equitable manner based on the urgency, complexity, and sensitivity of tasks, existing work loads, and the capabilities and experience of subordinates.
- Regularly monitors the work load of subordinates, including number and nature of assignments and time expended on specific significant matters and on categories of routine matters. Requests for staffing changes are thoroughly supported and designed to ensure efficient function of the office.
- Consistently provides clear and constructive feedback to subordinates about their performance, including timely and accurate performance appraisals, notices of performance deficiencies, and performance awards and recognition.
- Promptly and consistently addresses performance and conduct deficiencies of subordinates with appropriate guidance, counseling, and/or discipline.
- Promptly and consistently provides positive feedback about superior job performance or individual tasks, including recognition or awards, where appropriate, to subordinates.
- Consistently ensures timely preparation of performance standards which conform to available guidance.
- Consistently maintains appropriate documentation to support performance appraisals, awards, and performance or conduct-based actions.
- Ensures that individual training needs of subordinates are regularly evaluated and that training is provided consistent with the agency staff development plan and agency goals.
- Consistently ensures that office budgets are developed that comply with budgetary policies and constraints and enable the office to accomplish its mission in a timely and efficient manner.
- Consistently manages the office budget to ensure compliance with applicable policies and regulations.
- Consistently makes workplace decisions on the basis of merit, treats subordinates fairly, and ensures that everyone under the supervisor's supervision consistently respects cultural, ethnic, gender, disability-related, and other differences in the workplace.
- Consistently responds promptly and effectively to complaints about the conduct of subordinates, customers, and peers, including, where appropriate, seeking the assistance of the Equal Opportunity (EEO) Program Office, counseling or disciplining individuals engaging in inappropriate conduct, reporting problems to chain of command, and obtaining diversity and EEO training.

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Part D (continued) EMPLOYEE PERFORMANCE PLAN AND RESULTS REPORT PERFORMANCE ELEMENTS	
<ul style="list-style-type: none">- Consistently cooperates with the EEO process, including informing upper level management of the existence of the complaint and of the steps the supervisor plans to take to address it, identifying possible resolutions as early in the complaint process as possible and discussing them with EEO counselors, responding promptly and fully to requests for information from EEO investigators, and making self available to work with agency representatives.	<p>8. Program Management (for non-supervisory managers)</p> <p>(There should be a program management element for non-supervisory managers which includes a standard for those responsibilities as well as for their EEO responsibilities.)</p> <ul style="list-style-type: none">- Consistently ensures that all workplace decisions made in the manager's program area are based on merit principles and program requirements.- Consistently ensures that efforts to recruit, promote, train, and provide other opportunities for advancement within the manager's program areas are appropriately made to maximize the area of competition, including consultation with the EEO office to ensure that appropriate steps are taken to recruit individuals whose sex, race, national origin, or disability status may be under-represented in the workforce.- Consistently ensures that supervisors respond appropriately to EEO complaints, whether formal or informal, that they have current training in EEO procedures and issues, and that they have access to and appropriately use legal, personal, and EEO resources



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Labor and Management Employee Relations Division

- **Ms. Keisha Hurst-Chief, L/MER**
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- **Mr. Phil Boyer-L/MER Specialist**
 - 301-400-1424 or phillip.boyer2.civ@health.mil
- **Mr. Kevin Pope-L/MER Specialist**
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